



SECRETARY OF THE ARMY
WASHINGTON

APR 16 2003



MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Establishment of the Army Enterprise Integration Oversight Office
(AEIOO)

The AEIOO has been established to provide Departmental policy, guidance, and direction for all Army enterprise resource planning (ERP) solutions. In this regard, activities of this new office include defining an overarching enterprise integration strategy and framework. The focus will be on institutional Army business processes and their synchronization with operational Army processes.

The authority of the Director shall include issuing definitive guidance to achieve integrated, Army-wide enterprise solutions across all functional areas in which ERP or related business transformation activities are ongoing, proposed, or under consideration. This includes contracts that are ongoing or required in the future. Further, the AEIOO will convene meetings of the Senior Integration Group to resolve issues or refer them for decision to the Secretary and Chief of Staff of the Army. It will use a sub-group of the CIO Executive Board for coordination, as required.

The approved "Army Enterprise Integration Oversight Office Charter" is enclosed. Ms. Carla von Bernewitz has been appointed by the Secretary to the position of Director and is hereby designated as the Department of the Army representative to the Defense Department for enterprise solutions, specifically to the current Business Modernization Systems Initiative (formerly Financial Management Modernization Program).

Thomas E. White

Enclosure



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Charter

Army Enterprise Integration Oversight Office

Authority.

Titles 5, 10 and 32, United States Code

Purpose.

On behalf of the Secretary of the Army, the Army Enterprise Integration Oversight Office (AEIOO) provides top-level policy, guidance, and direction in the definition, design, implementation, and integration of enterprise solutions across the Army and between Department of Defense (DoD), the Army and other external organizations.¹

Goals.

1. Support Army business transformation objectives for the operational and institutional Army, across all functional domains, through enterprise integration.
2. Develop, validate, and maintain an end-to-end strategy and provide governance for the integrated development and fielding of Army-wide functional Enterprise Resource Planning (ERP), enterprise architecture, and enterprise integration initiatives, projects, programs, systems, and services.
3. Ensure all ERP-related domain architecture, transformation, enterprise application, business process modernization, integration, and development projects are coordinated, including costs, schedules, performance measures, and sustainment.
4. Support executive decision-making on ERP integration and business process change through the identification of metrics and data repositories.

Scope.

The AEIOO is responsible for identifying an overarching enterprise integration framework. This includes integrating and coordinating the development of Army enterprise business systems efforts across all functional domains. The AEIOO will oversee and synchronize Army functional and system enterprise integration development efforts and activities within the Army and between the Army, OSD, and the Federal government. AEIOO's integration focus is on Army business processes and their synchronization with operational Army processes.

¹ Includes the current Business Modernization Systems Initiative (BMSI) as of April 2003

Responsibilities.

1. The Secretary of the Army provides oversight of the AEIOO.
2. The Deputy Under Secretary of the Army (DUSA):
 - Provides coordination with Principal Officials of Headquarters, Department of the Army (HQDA), Major Commands (MACOMs), and Field Operating Agencies (FOAs), as necessary.
 - Provides periodic In Progress Reviews (IPRs) to the Secretary and Chief of Staff of the Army on the efforts of the AEIOO.
 - Provides advice and assistance to the AEIOO on matters relating to Army realignment and transformation efforts.
 - Requires agencies to contribute other expertise, as required.
 - Monitors the alignment of resources consistent with Secretary and Chief of Staff of the Army decisions.
3. HQDA Secretariat and Army Staff elements, FOAs, MACOMs, and Direct Reporting Units (DRUs) will:
 - Support the AEIOO with *ad hoc* representatives when tasked by the AEIOO.
 - Identify and communicate the status of and resources for any planned, on-going, or completed enterprise resource application, business process modernization, integration architecture review, and architecture development projects.
 - Provide other assistance to the AEIOO, as required.
 - Generate requests for exceptions to modify ERPs, which will be forwarded, with a business case analysis, for decision by the AEIOO, and if necessary reviewed by the SIG or Executive Office of the Headquarters (EOH).
4. Director, Army Enterprise Integration Office will ensure:
 - Transformation of key business processes through the use of enterprise applications to enhance and optimize business results and customer satisfaction.
 - ERP efforts use commercial off-the-shelf systems (COTS) embodying best practices, as the principal means to describe and implement visionary, transformed, and future (target) processes and systems.

ERPs are selected and implemented based on functional requirements defined in operational and system architectures.

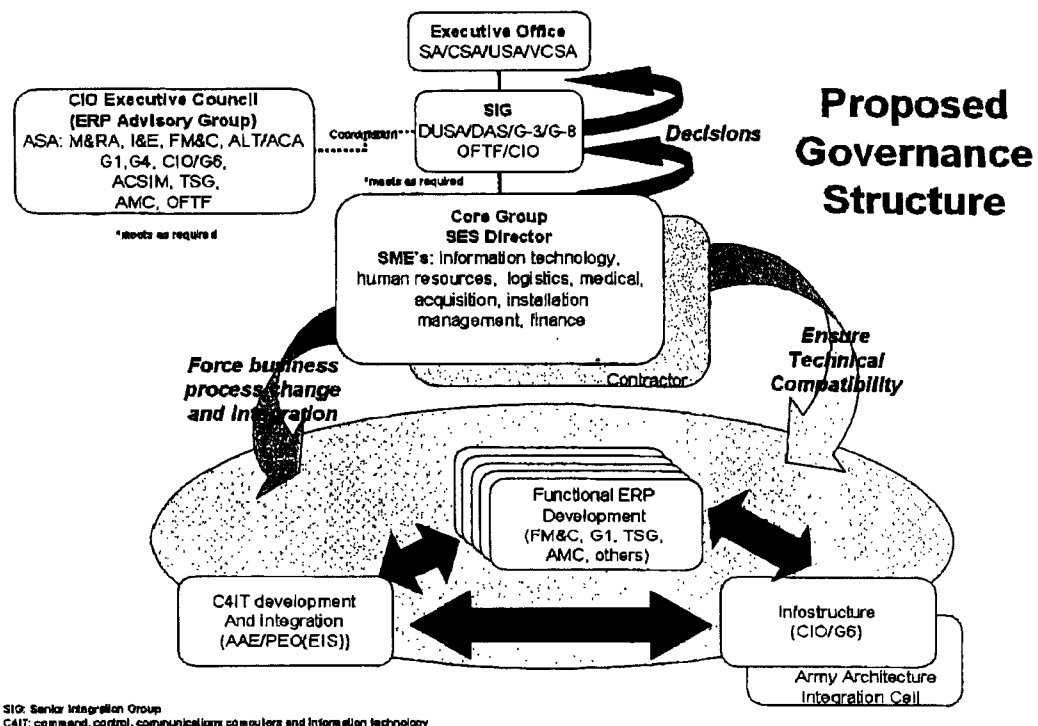
Guidance is provided to ensure all enterprise integration and ERP efforts are fully coordinated and approved prior to being resourced in the Planning, Programming, Budgeting, and Execution System (PPBES). Selected ERPs define and become the target operational and system architectures and modifications to ERPs are strictly disallowed.

ERP systems are integrated for end-to-end functionality and support all Army forces and organizations regardless of their mission or geographic location, including the Objective Force.

Data are identified and captured in ERP and other transaction-level systems to support integrated management and decision-making processes, information, metrics, and solutions.

ERP-related Army Architectural Integration Cell (AAIC) and domain functional architectures and related products are integrated, relevant, and complete. The AEIOO may prepare independent analyses of AAIC or domain functional architectures and related products and may require AAIC to collect and/or develop additional architecture products or additional analysis to support the development of the integrated enterprise.

Governance



SIG: Senior Integration Group
C4IT: command, control, communications computers and information technology

Procedures.

Under the supervision of the DUSA, a core team at the O-6/O-5 and GS-15/14 levels and headed by an SES director is established to execute the overall mission of the Charter. AEIOO members should plan to serve 3 years.

The AEIOO will use Titles 5, 10 and 32, United States Code and Army General Order #3 as its primary source of missions, functions, and authorities of the Army.

The Senior Integrating Group (SIG) and ERP Advisory Group, a sub-group of the Army CIO Executive Board, will comprise General Officer or Senior Executive Service representatives of named organizations. These groups will meet as required to solve problems or resolve issues between organizations.

The Director, AEIOO, will provide periodic IPRs to the senior leadership. More frequent IPRs will be provided to the DUSA in order to ensure coordination with other transformation efforts. The DUSA will coordinate recommendations with the Secretary, Under Secretary, Chief of Staff, the Vice Chief of Staff of the Army, and Director, Objective Force Task Force (OFTF).

The missions and functions of the AEIOO will transition to an appropriate HQDA staff agency not later than January 31, 2006. This transition will begin not later than April 2005.

Resources.

Personnel.

A senior Army civilian will be designated to provide day-to-day leadership and direct the activities of the AEIOO.

The AEIOO will include full-time subject matter experts assigned on a provisional TDA. The TDA will terminate on January 31, 2006.

A contractor team that provides experience and expertise in managing the scope, schedule and architectural efforts necessary in large-scale enterprise application and enterprise framework projects will supplement the AEIOO staff.

Agencies that provide compliance and external affairs functions in the headquarters will be responsive to the task force, as required.

Physical resources.

The AEIOO will operate from offices coordinated by Space and Building Management Services-Washington.

The host organization will provide suitably equipped office space for the AEIOO to conduct this review when they are operating outside the National Capital Region.

An operating budget, sufficient to cover day-to-day operating costs, e.g., office supplies, automation, communications and necessary contractor support, will be made available to the AEIOO.

Definitions.

Architecture. A plan or blueprint that defines the current or future enterprise. It is normally comprised of three components – functional (operational), technical, and systems architectures.

Enterprise. An organization supporting a defined business scope and mission. An enterprise includes interdependent resources (people, organizations, and technology) that must coordinate their functions and share information in support of a common mission (or set of related missions).

Enterprise Integration. The vertical and horizontal alignment of plans, business processes, and information systems across organizational and functional boundaries to provide competitive advantage.

Enterprise Resource Planning (ERP).

1. The planning and management of all the resources in an enterprise.

2. An integrated multi-module software system that supports ERP. An ERP system typically includes a relational database and applications for managing purchasing, inventory, personnel, customer service, shipping, financial planning, and other important aspects of the business.

Enterprise Solution. Processes and associated applications that define a common integrated procedure for conducting a particular management function across the entire Army enterprise. An enterprise solution is designed to provide end-to-end process and business intelligence to facilitate improved decision making through ease of access to timely, relevant and accurate information. ERP packages are the most typical solution, but the term enterprise solution can include any end-to-end process and its supporting technology.

Harmonize. To bring or come into agreement.

Coordinate. To harmonize in a common action or effort.

Synchronize. Arrange or represent events so that they co-occur; to operate in unison.

System. A group of interacting, interrelated, or interdependent elements forming a complex whole; a combination of interrelated interacting artifacts designed to work as a coherent entity.

Target. A desired goal.